

AFFIRMATIVE ACTION REGULATIONS

I. INTRODUCTION

- A. Pursuant to the *Navajo Preference in Employment Act* (“NPEA”), “all employers doing business within the territorial jurisdiction of the Navajo Nation, or engaged in any contract with the Navajo Nation shall give preference in employment to Navajos. Preference in employment shall include specific Navajo affirmative action plans and timetables for all phases of employment to achieve the tribal goals of employing Navajos in all job classifications including supervisory and management positions.”

II. POLICY STATEMENT

- A. The employer’s policy statement shall indicate the Owner/Chief Executive Officer’s position on the subject matters; assign overall responsibility, reporting and monitoring procedure. Specific items to be mentioned, should include, but are not limited to:
1. Providing employment and training opportunities for Navajo workers, including supervisory and management positions.
 2. Employment decisions and personnel actions shall be based on the principles, intent and purposes of the *Navajo Preference in Employment Act* (“NPEA”).

III. APPOINTMENT OF A MANAGEMENT OFFICIAL TO IMPLEMENT NAVAJO AFFIRMATIVE ACTION PROGRAM

- A. A management official who has decision-making authority shall be appointed to implement and monitor the Affirmative Action Plan Program. His/Her responsibility will include, but are not limited to the following:
1. Developing Navajo Affirmative Action Plan Program, policy statement, goals and objectives, and internal and external communication procedures.
 2. Identifying and/or assisting in the identification of problem areas in Section V.D.
 3. Determining and implementing corrective solution(s) identified under Section V. D. with the assistance of line supervisors.
 4. Designing and implementing audit and reporting systems that will:
 - a. Measure effectiveness of the employer’s program.
 - b. Indicate and determine the need for remedial action(s).

- c. Determine the degree to which the employer's goal and objectives have been accomplished.
5. Serve as liaison between the employer and the Office of Navajo Labor Relations ("ONLR").

IV. ESTABLISHMENT OF GOALS AND TIMELINES

- A. The goals and timelines developed by the employers should be attainable based on analysis of the following:
 1. All positions/classifications currently held by non-Navajos.
 2. Qualifications required by the positions/classifications.
 3. Timelines for Navajo worker(s) to obtain qualifications for positions/classification(s) held by non-Navajos, and
 4. Identification of resources internally and externally to implement the plan.

V. WORKFORCE ANALYSIS

- A. The affirmative action plan should contain a workforce analysis, defined as a listing of each job title as it appears in applicable collective bargaining agreements or payroll records ranked from the lowest paid to the highest paid within each department or organizational unit including mid-management and top-management. Lines of progression for each unit or department must be identified through which employees could move upward. Where there are no formal progression lines or lines or usual promotional sequences, job titles should be listed in order of wages/salary ranges.
- B. An analysis of all positions/classifications of the employer, should be included, with explanation if Navajos are currently being under-utilized in any positions/classifications, "Under-utilization" is defined as having a fewer Navajos in any position/classification than would be expected by the availability of qualified Navajo workers.
- C. An in-depth analysis of the following shall be made:
 1. Composition of Navajo and non-Navajo employees by positions/classifications.
 2. Composition of applicant flow of Navajos and non-Navajos.
 3. Selection process including recruitment, job descriptions, interview criteria, written tests and final selection.

4. Retention, promotion, transfer, reduction in force and recall.
 5. Apprenticeship program/trainings.
 6. Company training – formal and informal.
- D. If any of the following are identified in the analysis, a plan of corrective action must be established immediately:
1. An under-utilization of Navajo employees.
 2. Vertical movement of Navajos occurs at a lesser rate than that of non-Navajos.
 3. The selection process eliminates a significantly higher percentage of Navajos than non-Navajos.
 4. Position/job descriptions are inaccurate in relation to actual duties and function.
 5. Testing and/or test forms having adverse impact at a higher rate on Navajos than non-Navajos.
 6. Non-support of the company's affirmative action policy by employees' supervisors or managers.
 7. No formal criteria established for evaluating the effectiveness of the affirmative action program.

VI. UNIONS AND LABOR ORGANIZATIONS

- A. Where employers are signatory to collective bargaining agreements, the union organizations and the employer shall file a joint employer – union affirmative action plan to the Office of Navajo Labor Relations pursuant to NPEA, Section 4.A.2.
- B. The joint employer – union affirmative action policy shall specifically include a clause that the employer and the labor organization will provide preference in employment to Navajos.
- C. When providing preference in employment to Navajos, the affirmative action policy shall require the following:
 1. The employer shall specifically request Navajo workers for work to be done on the Navajo Nation. The employer shall not accept referrals of non-Navajos for work on the Navajo Nation, so long as potentially qualified Navajos are available, through respective local union halls.

2. The labor organization shall first refer all Navajos on the labor organization's referral list (s), regardless of their relative position on those lists.
3. The labor organization shall take necessary steps to recruit additional Navajo members so as to meet manpower requests for work to be conducted on the Navajo Nation.

VII. ENFORCEMENT

- A. The designated company management official shall be responsible for compliance with the requirements of these Rules and Regulations.
- B. Employers and organizations not in compliance will be subjected to formal charges in accordance with provisions of the **Navajo Preference in Employment Act**.
- C. Failure to comply with these Rules and Regulations or failure to submit an affirmative action policy may result, in addition to formal charges, corrective action by the Office of Navajo Labor Relations, including but not limited to, compelled hiring and/or training of Navajo workers.

VIII. EFFECTIVE DATE

- A. These Regulations shall become effective 180 days from the date of approval by the Human Services Committee of the Navajo Nation Council.
- B. Within 90 days of the effective date, employers must have submitted an affirmative action plan to the Office of Navajo Labor Relations.

IX. AMENDMENT

- A. This regulation shall be amended from time to time as deemed necessary by the Human Services Committee of the Navajo Council.